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MINISTRY OF THE ENVIRONMENT

STRATEGIES FOR RENEWAL

AND

EMPLOYMENT EQUITY

APR 01 1992

RESULTS REPORTS

1990-91

OCTOBER 30, 1991



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EXECUTIVE SUMMARY

The Government of Ontario is committed to ensure that the workplace reflects the diversity of its population. In keeping with this commitment, the Strategies for Renewal program (SFR) was first introduced in 1986 for the long term strategic management of human resources in the Ontario Public Service.

In 1990, the Ministry of the Environment submitted its SFR/EE plans for a 3-year planning cycle (1990-93) with goals and time tables for the ministry and each of the designated groups.

These strategies and initiatives were communicated to all staff through a network of committees, special information and awareness sessions as well as publications.

This report shows the ministry's commitment to its goals and objectives in revitalizing its workforce and reshaping its workplace towards the year 2000.

In the period June 1989 to March 1991, there were significant numeric and percentage changes in the representation of the designated groups. The following are percentage increases:

Aboriginal	- 70.0%
Francophones	- 60.5%
Persons with Disabilities	- 42.0%
Racial Minorities	- 39.5%
Women	- 34.9%
White	- 28.2%

In the first year of the SFR plan, among the 95 goals developed, 34 were exceeded, 9 were reached and 11 had significant increases.

However, there were 30 goals with no changes and 11 had slippages.

The ministry is dedicated to developing plans to address the areas of slippages and no changes. These plans will be submitted to MBS in February, 1992.

Line managers and staff generally were sensitive to the process of change during the planned reporting period. The Employment Equity education program became an integral part of internal training programs of the ministry with an increase in expenditure and training days.

There have been substantial positive changes for indicators relating to age, turnover rate, area of search, hiring, alternate work arrangements and organizational design.

The level of hierarchy was reduced from 11 to 9 levels.

This report reflects a concerted effort by the management staff of the ministry in implementing its three-year plan. The significant improvements in the first year indicate that the goals in the three-year plan are achievable, and the ministry is well poised to achieve the corporate and ministry objectives of Strategies for Renewal/Employment Equity.

INTRODUCTION

The Ministry of the Environment developed and submitted its Strategies for Renewal/Employment Equity (SFR/EE) Action Plans to Management Board Secretariat (MBS). These plans, dated January 15, 1990, are for a three-year planning cycle for the period April 1, 1990 to March 31, 1993. The plans include a comprehensive staffing strategy, an education, training and development plan, a communications and marketing plan and Employment Equity numerical goals and timetables. The Action Plans were reviewed by MBS and assessed as showing a solid commitment to the corporate goals and objectives of EE/SFR.

The Workforce Profile database for the period ending March 31, 1991 was received from MBS on August 28, 1991. The diskette was used to retrieve data and produce a number of ad hoc reports for analysis by the Human Resources Branch and a number of reports were produced for analysis. These reports were compared with the levels of representation of the Employment Equity designated groups as of June, 1989. Significant improvements were made during the period June 1989 to March 1991, and these changes are reflected in this report by each of the occupational groups the ministry has identified as priority groups.

MBS recommended a change in the method used by the ministry to calculate the representation of EE designated groups. The January 15, 1990 plans were developed by calculating the percentage of the population of the workforce rather than of the number of respondents to the Workforce Profile survey. Representation of the groups is now calculated as a percentage of the respondents.

Using the reports generated from the database obtained from MBS, the age profile data is significantly different from the multi-year Data Trends reports distributed by MBS. These changes are reflected in this report with the necessary corroborating information for review by MBS.

Executives and line managers were consulted in the entire planning and developmental stages of the Action Plans. The ministry goals and timetables were explained and all Branch and Regional Directors submitted their EE plans for implementation. All executives have EE accountability built into their performance agreement.

The details of the following report reveal that at the end of the first year of its three-year plans, the ministry has exceeded some of its EE goals, reached others, shown an increase in some areas and slippage in only a few areas. Plans will be developed in January 1992 to address these slippages and to maintain goals reached or exceeded.

STRATEGIES FOR RENEWAL

AND

EMPLOYMENT EQUITY

PART 1

RESULTS OF INITIATIVES

JUNE 1989 TO MARCH 1991

PART 1: RESULTS OF INITIATIVES

1.1 STATUS OF ACHIEVEMENT OF GOALS IN PRIORITY AREA

The ministry has identified 20 occupational groups and developed goals for 19 groups (See Appendix A).

Using the reports generated from the Workforce Profile database, a comparison was made on the EE group representation between June 1989 and March 31, 1991. All changes were noted and reflected for each of the 19 occupational groups. The status of achievement as of March 31, 1991 and the residual goal to March 31, 1993 are reflected in Appendix B, pages 24-42.

In addition, the levels of achievement of goals are rolled up by Management Module and Bargaining Unit Category, reflected in Appendix C, pages 43 and 44.

Nineteen (19) occupational groups were identified, and the ministry developed goals for these groups for each of the five designated groups (19 x 5). Therefore, goals were developed in 95 areas. The following is a summary of achievements for the period June 1989 to March 31, 1991.

Goals Exceeded	=	34
Goals Reached	=	<u>9</u>
Total Reached/Exceeded	=	<u>43</u>
Increase Towards Goals	=	11
No Change	=	30
Less Than Goal (Slippage)	=	<u>11</u>
Total	=	<u>95</u>

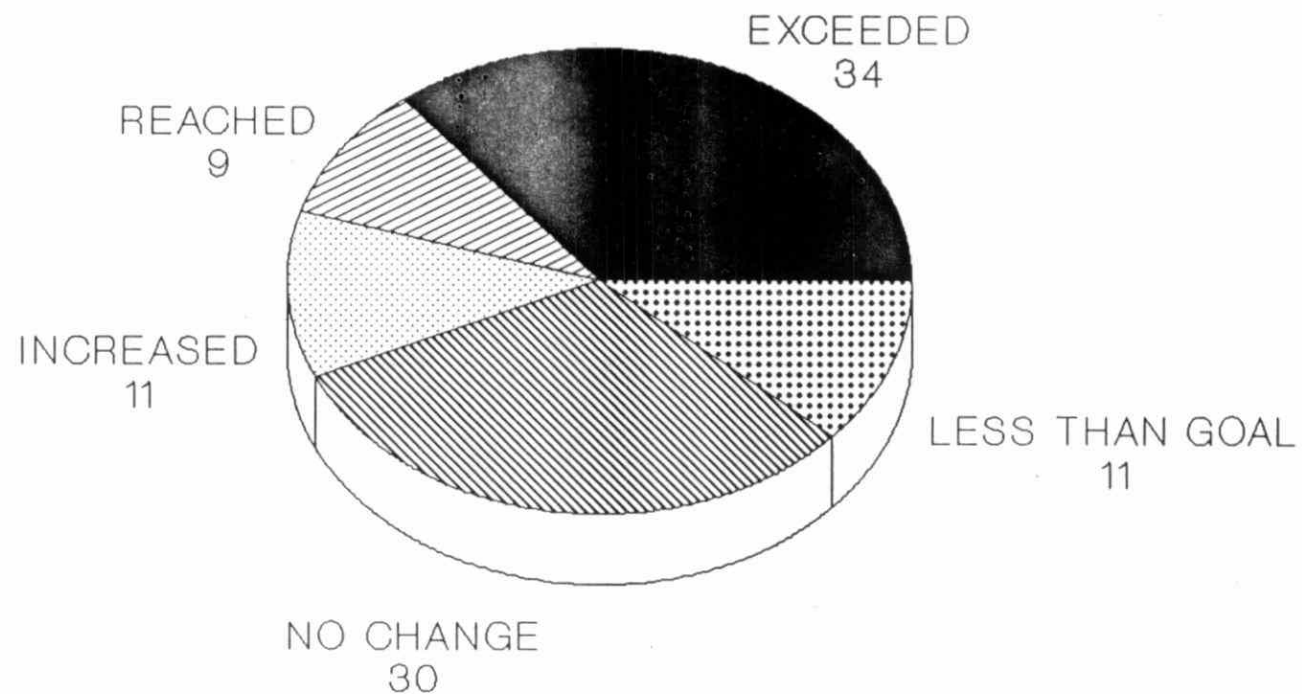
Numerical details of the above and graphs follow on pages 5-7.

Status of Goals by Designated Group
June 1989 - March 1991

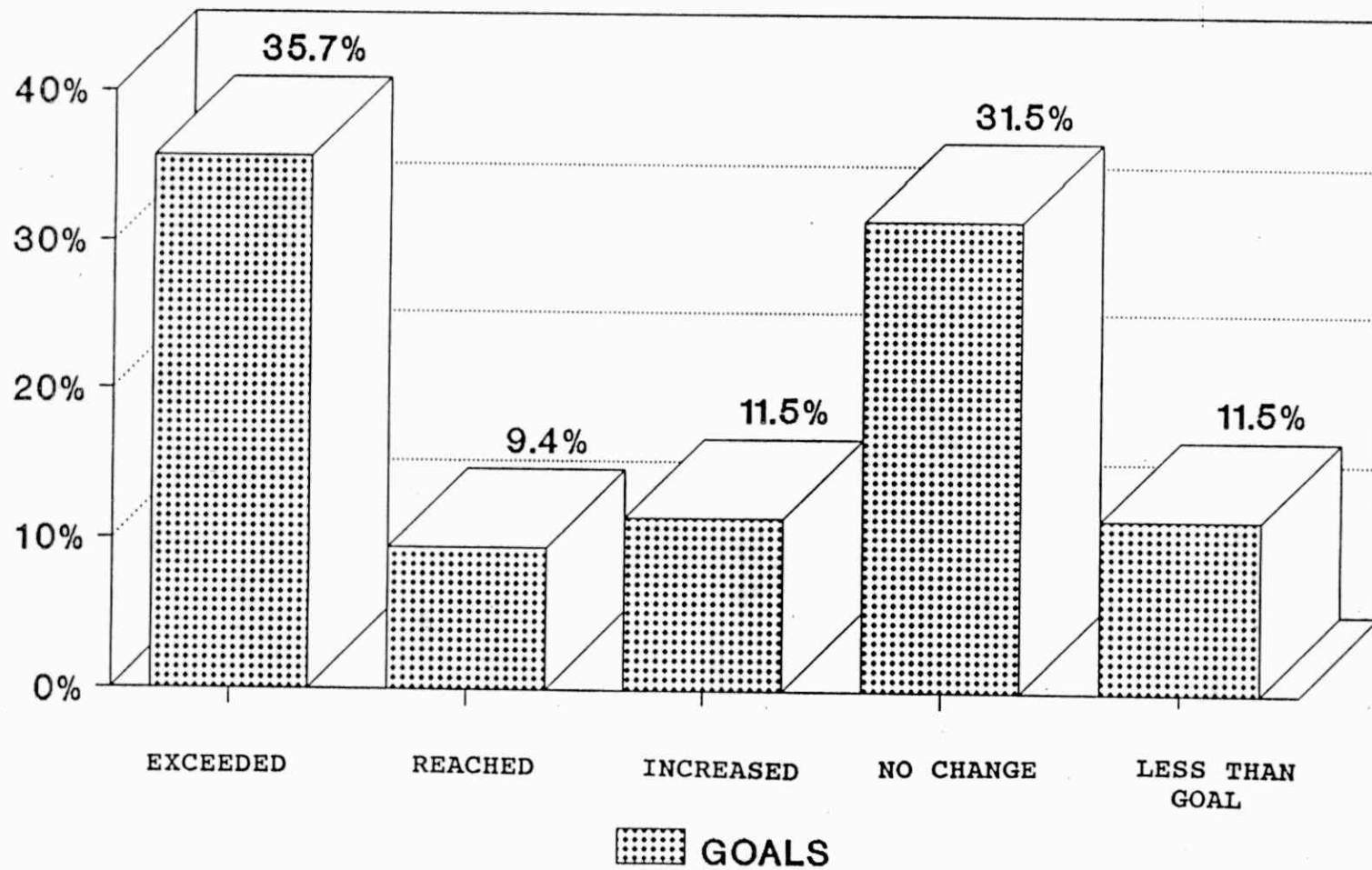
	Aboriginals	PWD*	Francophones	Racial Minorities	Women	Total
Exceeded and Reached Goals						
Management	3	3	4	6	3	19
B. U.	2	3	7	7	5	24
Total	5	6	11	13	8	43
Increased						
Management	--	2	1	1	2	6
B. U.	--	2	--	1	2	5
Total	--	4	1	2	4	11
No Change						
Management	6	3	3	1	1	14
B. U.	6	4	1	2	3	16
Total	12	7	4	3	4	30
Slippage						
Management	--	1	1	1	3	6
B. U.	2	1	2	--	--	5
Total	2	2	3	1	3	11

* Persons with Disabilities

ACHIEVEMENT OF GOALS BETWEEN JUNE 1989 AND MARCH 1991



ACHIEVEMENT OF GOALS BETWEEN JUNE 1989 AND MARCH 1991



PART 1: RESULTS OF INITIATIVES (Continued)

1.2 STATUS OF PROJECTS FUNDED BY EE FUND

Four projects were funded by the Employment Equity Incentive Fund (MBS).

The Native Environmental Officers Trainee project was successfully implemented after an aggressive outreach program. Eight (8) E.O. Trainees were hired in January, 1991 and a comprehensive training plan was developed and is being implemented. A review will be conducted at the nine-month period to ensure that these trainees are given all opportunities to be incorporated into the regular workforce. Two other developmental projects (Environmental Officer 2 and Resources Manager 2) have been successfully completed.

The Native Video Project was integrated with a similar project by the Ministry of Natural Resources. Although this project experienced some timing and funding problems, it is now underway, with MNR taking the lead role.

1.3 JOB ACCOMMODATION FOR PERSONS WITH DISABILITIES

The ministry continued to provide job accommodation for persons with disabilities. Special initiatives completed include:

- electronic door openers;
- washroom facilities;
- special equipment devices, e.g., T.D.D., braille on elevators, computer peripherals;
- interpreter services;
- reader.

The workforce shows a significant increase of persons with disabilities - 62 (1989) to 88 (1991) - a 41.9% increase.

1.4 PLANNED STAFFING

In order to increase the level of participation of the EE designated groups in the workplace, the ministry planned and delivered a staffing process workshop to all administrative managers and human resources consultants.

The ministry was instrumental in obtaining approval for the special statement in job advertisements to encourage EE designated group candidates to apply for positions.

The Ministry utilizes this special statement on job advertisements for all positions in occupational groups for which goals have been developed.

Six (6) EE Internship positions were approved for the ministry and recruited. At the time of writing this report, four have been successfully integrated into the workforce, three at our ministry and one at the Solicitor General; two have one more year to go and are still with our ministry.

1.5 BARRIERS ELIMINATION

The ministry Credentialism Committee continues to review all job specifications/descriptions to ensure that only bona fide credentials are allowed.

Negotiations are underway with MBS to conduct an Employment Systems Review in the ministry.

Eighty per cent (80%) of all Physical Demands Analyses of positions across the Ministry are completed.

1.6 WORKFORCE PROFILE SURVEY DATABASE

The Workforce Profile database shows an increase in the respondents from 71% to 80.8%.

A strategy will be developed by the ministry to ensure that all new employees are surveyed and that all non-respondents will be encouraged to participate.

The ministry has improved its capability to retrieve and analyze data from the database (diskette). This initiative will be further enhanced when resources are made available. Reports generated from the database will be used in its monitoring, marketing and communications strategy.

1.7 HEALTH AND SAFETY

Joint Health and Safety Committees were established across the ministry in accordance with the requirements of the Ontario Health and Safety Act as amended by Bill 208. Training sessions in Health and Safety and Physical Demands Analysis were planned and implemented across the ministry. A total of 32 training sessions were completed.

1.8 OTHER INITIATIVES

The ministry was involved in a number of focus group committees and meetings reviewing and providing input into policy development, implementation strategies, education, training and development, special measures and data management in the corporate Employment Equity/Strategies for Renewal program.

The ministry also placed a number of persons from Skills for Change and the Canadian Association for Work and Living in job training programs in the Metro Toronto area. The skills gained in these 8-12 week training programs would enhance the candidates' chances of competing successfully for jobs in Canada.

The ministry continues to work in partnership with the Union in EE/SFR activities, such as the EE Advisory Committee, the Organizational Streamlining and Compression Review Committee, the Credentialism Committee and the Health and Safety Committee.

STRATEGIES FOR RENEWAL
AND
EMPLOYMENT EQUITY

PART 2
**NARRATIVE ANALYSIS
ON
DATA PROVIDED BY MBS**

PART 2: NARRATIVE ANALYSIS ON DATA PROVIDED BY MBS

2.1 AGE PROFILE

The ministry is not in agreement with the data provided by MBS which shows a representation of 62 in the under age 25 category and 725 in the 25 - 34 age category. Using the database provided, ad hoc reports were produced that show the following representations.

- Increase in the under 25 age group from 62 to 147 (137% increase).
- Increase in the 25 - 34 age group from 725 to 974 (34.3% increase). This represents 30.8% of the workforce and is above the corporate objective of 26%.

The technical/professional nature of many of the positions in the ministry makes it very difficult to achieve the corporate goal of 10% for the under 25 age group.

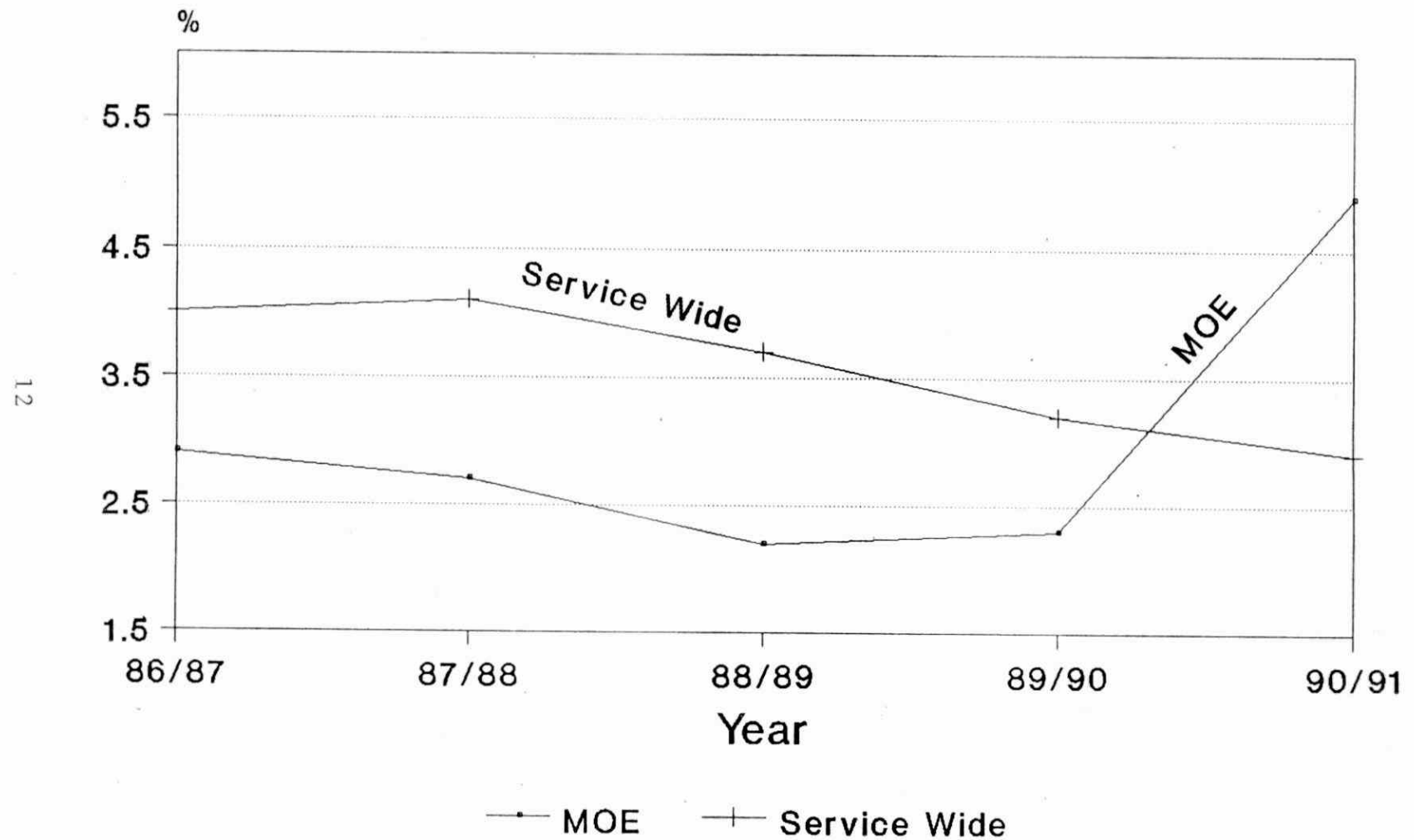
Graphical illustrations follow at pages 12 and 13.

WORKFORCE PROFILE DATA
MARCH 1991

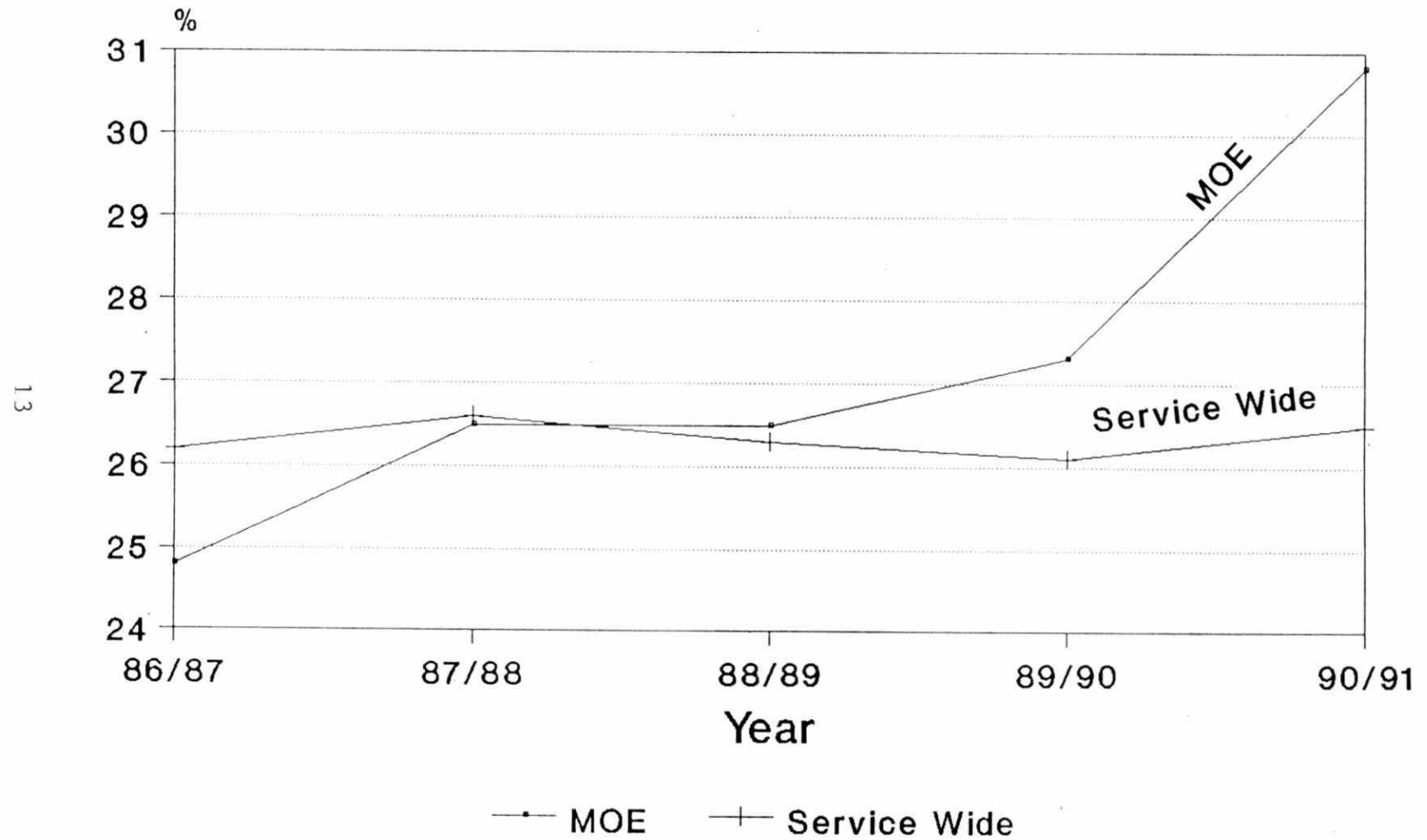
AGE SLOT	MINISTRY			PERCENTAGES		
	MALES	FEMALES	TOTAL	MALES %	FEMALES %	TOTAL %
1 - under 25	65	82	147	2.1	2.6	4.7
2 - 25-34	583	391	974	18.5	12.4	30.8
3 - 35-44	764	275	1,039	24.2	8.7	32.9
4 - 45-54	540	145	685	17.1	4.6	21.7
5 - 55 Plus	260	54	314	8.2	1.7	9.9
TOTAL	2,212	947	3,159	70.0	30.0	100.0

The ministry undertook the lead role in administering the Environmental Youth Corps (EYC) program. The other participating ministries are Agriculture and Food, Natural Resources, Northern Development and Mines and Tourism and Recreation. The EYC program provides employment for youth between the ages of 15 and 24 (29 for youth with disabilities), in a combination of governmental and non-governmental projects.

AGE - UNDER 25



AGE 25 - 34 YEARS



During 1990-91, 3,600 positions were funded in 771 projects across the Province providing transferable skills to participants for possible permanent employment.

Representation of groups that participated are:

Northern Participants:	47%
Social Assistance Recipients:	3.0%
Aboriginals:	13.3%
Persons with Disabilities:	2.0%
Francophones:	8.0%
Racial Minorities:	4.0%
Women:	47.0%

These figures are not included in the ministry Workforce Profile.

2.2 EMPLOYMENT EQUITY DESIGNATED GROUP REPRESENTATION

Reports generated from the Workforce Profile database reflect an increase in all groups as detailed in the following table:

	JUNE 1989		MARCH 1991		INCREASE	
	#	% *	#	% *	#	%
ABORIGINALS	20	1.0	34	1.3	14	70.0
RACIAL MINORITIES	324	16.6	452	17.7	128	39.5
FRANCOPHONES	124	6.3	199	7.8	75	60.5
PERSONS WITH DISABILITIES	62	3.2	88	3.4	26	42.0
WOMEN	703	25.1	948	30.0	245	34.9
WHITES	1,609	82.3	2,062	80.7	453	28.2
NON-RESPONDENTS	793	29.0	609	19.2	(184)	(23.2)
RESPONDENTS	1,956	71.0	2,555	80.8	599	30.6
POPULATION	2,749	100.0	3,164	100.0	415	15.1

* Percentage of Respondents

Factors contributing to these changes include:

- Increase in the ministry's population of 415 or 15.1% (from 2,749 to 3,164).
- Increase in the response rate to the Workforce Profile Survey of 599 (from 1,956 to 2,555).

- Turnover rate of 7.2% and filling of vacancies.

Analysis

- Aborigines show the largest increase - 70%, followed by Francophones - 60.5%, Persons with Disabilities - 42.0%, Racial Minorities - 39.5%, Women - 34.9%.
- Ninety-five (95) separate goals were set in the three-year plan (19 occupational groups x five designated groups):
 - 43 of these were reached or exceeded;
 - 11 are increasing towards goals;
 - 30 show no change;
 - 11 show slippage.
- Detailed representation across occupational groups is reflected on table at page 16.
- Plans will be developed to address areas of no changes and slippages. These will be submitted in the ministry updates due January 15, 1992.

MINISTRY OF THE ENVIRONMENT

WORKFORCE PROFILE

BY OCCUPATIONAL GROUP

MARCH 31, 1991

		ECP		MCP		BU		EXCLUDED		UNKNOWN		TOTAL	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
ABORIGINAL		0	.0	4	.6	30	1.7	0	.0	0	.0	34	1.3
WHITE		30	96.8	591	83.6	1,385	80.0	46	61.3	10	90.9	2,062	80.7
RACIAL MINORITY		1	3.2	110	15.6	312	18.0	28	37.3	1	9.1	452	17.7
FRANCOPHONE		4	12.9	41	5.8	149	8.6	5	6.7	0	.0	199	7.8
DISABLED		0	.0	20	2.8	67	3.9	1	1.3	0	.0	88	3.4
WOMEN	WFP	6		132		600		67		8		813	31.8
	IPPEBS	6		149		710		74		9		948	30.0
NON RESPONSE	No.	3		117		478		10		1		609	19.2
WFP	No.	31		707		1,731		75		11		2,555	80.8
IPPEBS	No.	34		824		2,209		85		12		3,164	100.0
	%	1.1		26.0		69.8		2.7		0.4		100.0	

Source: Workforce Profile, March 1991, Table EQ 201

2.3 AREA OF SEARCH

Geographic Restrictions

- The ministry's overall use of geographic restrictions continues to decline from 15.7% in 1989-90 to 14.6% in 1990-91.
- This is well below the service-wide average which places geographic restrictions on 33.1% of all competitions.

Ministry-Wide

- Ninety per cent (90%) of the ministry's competitions are posted ministry-wide which represents an increase over 1989-90 at 89.1%. This is well above the corporate objective of 75% and service-wide average of 81.0%.

Waivers

- The use of waivers of competition continues to be below the corporate ceiling of 20%. In 1990/91 the ministry utilized 15 waivers or 10.3% of all competitions for ECP, MCP and Excluded classes.
- Details are provided in Part 3 on page 20.

2.4 HIRINGS

- External appointments increased slightly from 22.4% (1989-90) to 22.7% (1990-91). This is below the corporate objective of 30% and the service-wide average of 27.8%.
- The highly professional/technical nature of many of the positions in the ministry necessitates hiring from within and from feeder groups. Through an aggressive outreach program, the ministry will attempt to increase hiring externally.

Inter-Ministry

- After showing an increase in Inter-Ministry Promotions (4.5%) in 1989-90, the ministry declined to 1.7% in 1990-91.
- Inter-Ministry Laterals, however, increased from 3.0% (1989-90) to 4.1%. This is better than the service-wide average of 2.6%.

- The specialist nature of ministry positions makes cross-ministry movement relatively difficult. Reaching the corporate objectives of 10% for inter-ministry promotional transfers and 20% inter-ministry lateral transfers provides a challenge that may prove unachievable.

2.5 TURNOVER

- The turnover rate increased from 5.7% (1989-90) to 7.2% (1990-91). This increase is below the service-wide rate of 8.2%. The significant increase in turnover rate provides the ministry with opportunities to reflect greater diversity in the workplace which is evident in the aggregate representation of EE designated groups shown in the table in Part 2.2.

2.6 REPORTING RELATIONSHIPS

- The percentage of supervisory staff to non-supervisory staff declined slightly from 22.4% (1988-89) to 22.3% (1989-90) to 22.2% (1990-91).
- Non-supervisory staff also increased slightly from 77.6% (1988-89) to 77.7% (1989-90) to 77.8% (1990-91).

2.7 LEVELS OF HIERARCHY

- After reviewing reports that reflected discrepancies in reporting relationships, corrective action was taken. This resulted in a reduction of the levels of hierarchy from 11 (1988-90) to 9 (1990-91).
- As a result of this reduction to 9 levels of hierarchy, the weighted average number of levels was reduced to 6.2.
- The ministry's levels of hierarchy are below the service-wide levels of 6.6 (weighted mean) and 12 (lowest level utilized).
- The ministry has undertaken an Organizational Streamlining and Compression Review (OSCR) Project. The objectives of this project are:
 - to reduce the number of levels in the organization to no more than three levels below that of the Director;

- to increase the span of control;
- to optimise employee efficiency by bringing decision-making closer to front-line staff;
- to remove organizational barriers that impede optimal performance.

The implementation of the recommendations of this report may impact on the levels of hierarchy, span of control, line/staff ratio and organizational effectiveness.

STRATEGIES FOR RENEWAL

AND

EMPLOYMENT EQUITY

PART 3

BASELINE DATA

AND

NARRATIVE ANALYSIS

PART 3: BASELINE DATA AND NARRATIVE ANALYSIS

3.1 EDUCATION AND TRAINING

Data from ministry records were used to indicate the following formal education and training activities:

COMPENSATION GROUP	AVERAGE # OF PERSON DAYS	AVERAGE \$ EXPENDITURES
E.C.P.	2.3	480.88
M.C.P.	0.4	224.29
B.U. EXCL.	3.8	972.38
T O T A L	3.0	777.04

- Most of the education and training activities for E.C.P. were organized and paid for by MBS. This accounts for the low average \$ expenditures of \$480.88.
- The average number of person-days and \$ expenditures for bargaining unit staff are the highest among the other compensation groups. Emphasis was placed on computer and technical training for front line staff.
- The ministry training centre at Brampton and the consortium of 20 Community Colleges catered to the increased demand for technical training.
- The ministry continued with training sessions in:
 - Employment Equity;
 - Managing and Valuing Diversity;
 - Workplace Harassment Awareness.
- Data for classified and unclassified staff, Bargaining Unit and Excluded categories were not captured separately. This will be done during 1991-92.

3.2 DEVELOPMENTAL ACTIVITIES

Capturing data from ministry records, the following represents the developmental activities profile:

COMPENSATION GROUP	# OF PARTICIPANTS	% OF GROUP POPULATION
E.C.P.	6	17.7
M.C.P.	124	15.1
B.U.	166	7.5
EXCL.	18	21.2
T O T A L	314	9.9

- The ministry utilized the following methods to enhance staff skills, knowledge, and competence to deliver its present and future mandate, and prepare staff for upward mobility:

- Temporary Assignments	-	13
- Acting Appointments	-	135
- Leave of Absence (Educational)	-	2
- Secondments	-	10
- Underfill	-	58
- Accelerated Career Development	-	1
- Intra-ministry Transfers	-	69
- Inter-ministry Transfers	-	20
- EE Internship Trainees	-	<u>6</u>
TOTAL		<u>314</u>

- The average number per hundred employees increased from 7.9 (1989-90) to 9.9 (1990-91).

3.3 ALTERNATE WORK ARRANGEMENTS

The number of employees participating in alternate work arrangements has increased significantly. The following profile was completed from ministry records.

COMPENSATION GROUP	REGULAR PART-TIME	COMPRESSED WORK WEEK	OTHER	TOTAL
E.C.P.	0	0	2	2
M.C.P.	6	110	76	192
B.U.	21	298	222	541
EXCLUDED	5	22	5	32
T O T A L	32	430	305	767

- Overall the usage of alternate work arrangements increased from 295 (1989-90) to 767 (1990-91). This represents an increase of 160%.
- Regular part-time positions increased from 19 (1989-90) to 32 (1990-91) or 68%.

3.4 WAIVERS OF COMPETITION

A waivers of competition profile from ministry records is as follows:

COMPENSATION GROUP	# OF WAIVERS	% OF APPOINTMENTS
E.C.P.	2	100.0
M.C.P.	13	9.9
EXCL.	0	0.0
T O T A L	15	10.3

- For narrative on waivers of competition, please refer to Part 2, Section 2.3, Waivers, page 17.

**CORPORATE AND MOE
PRIORITY OCCUPATIONAL GROUPS**

	NUMERICAL GOALS	BARRIERS ELIMINATION GOALS
EXECUTIVES/SENIOR LEVEL MANAGEMENT COMPENSATION GROUP		
ECP 4-5 RESPONSIBILITY OF EXECUTIVE MANAGEMENT BRANCH		
1. ECP 2-3	x	x
2. Senior Level MCP	x	x
3. Resources Technical (RT) (Mgmt.)	x	x
4. Personnel Admin. (PC) (Mgmt.)	x	x
5. Financial Admin. (FA) (Mgmt.)	x	x
6. Engineering & Surveying (Mgmt.)	x	x
7. Resources Plan. & Mgmt. (RP) (Mgmt.)	x	x
8. Skills and Trades (ST) (Mgmt.)	x	x
9. General Administration (Mgmt.)	x	x
BARGAINING UNIT		
10. Management Systems Services (02) (B/U)	x	x
11. Financial Admin. (04) (B/U)	x	x
12. Resources Support (07) (B/U)	x	x
13. Resources Planning & Mgmt. (IOB) (B/U)	x	x
14. Trades & Crafts (02A) (B/U)	x	x
15. Trades & Crafts (02B) (B/U)	x	x
16. Trades & Crafts (02C) (B/U)	x	x
17. Office Administration (01) (B/U)	x	x
MINISTRY PRIORITY OCCUPATIONAL GROUPS		
18. Scientific Support (06B) (B/U)	x	x
19. General Scientific (03) (B/U)	x	x
OTHER		
Inventory of Employees on:		
· Executive Recruitment List	x	x
· Executive Potential List	x	x

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
SENIOR EXEC. ECP 2-3										
ABORIGINAL PEOPLES	No.						No Goal			
	%							0.6		
PERSONS WITH DISABILITIES	No.				1		1			
	%							3.0	3.3	
FRANCOPHONES	No.	1	1	0	2	1	1			
	%	3.3	14.3	+11.0				4.6	6.6	14.3
RACIAL MINORITY	No.	1	1	0	2	1	1			
	%	3.3	4.2	+.9				6.4	6.6	4.2
WOMEN	No.	7	4*	-3	10	4	6			
	%	23.3	14.8	-8.5				30.1	33.3	14.8

* By Management identification there are 7 women in the ECP Group. The 4 represented only those who have self-identified.

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989-91	June 1993	March 1991	Residual goal to 1993	Corporate 1993	MOE 1993	Level 1991
SENIOR LEVEL MCP										
ABORIGINAL PEOPLES	No.	1	1	0	2	1	1			
	%	0.3	0.3	0				0.7	0.6	0.3
PERSONS WITH DISABILITIES	No.	5	9	+4	11	9	2			
	%	1.4	2.8	+1.4				3.2	3.2	2.8
FRANCOPHONES	No.	9	9	0	13	9	4			
	%	2.6	2.8	+.2				6.7	3.8	2.8
RACIAL MINORITY	No.	37	44	+7	43	44	*Exd. +1			
	%	10.7	13.7	3.0				13.2	12.4	13.7
WOMEN	No.	26	35	+9	59	35	24			
	%	7.5	10.9	+3.4				32.7	17.1	10.9

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989-91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
RESOURCES TECHNICAL										
ABORIGINAL PEOPLES	No.	1	1	0	1	1	Goal			
	%	2.6	2.6	0				2.1	2.6	
PERSONS WITH DISABILITIES	No.	1	1	0	2	1	1			
	%	2.6	2.6	0				3.7	2.6	2.6
FRANCOPHONES	No.	2	3	+1	2	3	*Exd. +1			
	%	5.2	7.7	+2.5				4.9	5.2	7.7
RACIAL MINORITY	No.		1	+1	1	1	Goal			
	%		2.6	+2.6				0.7	2.6	2.6
WOMEN	No.		2	+2	1	1	*Exd. +1			
	%							1.5	2.6	3.6

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989-91	June 1993	March 1991	Residual Goal to 1992	Corporate 1993	MOE 1993	Level 1991
PERSONNEL ADMIN.										
ABORIGINAL PEOPLES	No.			0	1		1			
	%							0.7	4.1	
PERSONS WITH DISABILITIES	No.		2	2	1	2	*Exd. +1			
	%		6.9	+6.9				6.0	4.1	6.9
FRANCOPHONES	No.	1	1	0	2	1	1			
	%	4.8	3.4	-1.4				6.3	8.3	3.4
RACIAL MINORITY	No.	5	9	4	5	9	*Exd. +4			
	%	23.8	31.0	+7.2				N.C.G.+	20.8	31.0
WOMEN	No.	10	14	4	12	14	*Exd. +2			
	%	47.6	46.7	-.9				N.C.G. +	50.0	46.7

* Exceeded by
+ No Corporate Goal

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989-91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
FINANCIAL ADMIN.										
ABORIGINAL PEOPLES	No.			0			No Goal			
	%							0.4		
PERSONS WITH DISABILITIES	No.			0	1		1			
	%							3.4	4.3	
FRANCOPHONES	No.	1	1	0	1	1	Goal			
	%	5.3	6.7	+1.4				4.9	4.3	6.7
RACIAL MINORITY	No.	10	8	-2	10	8	2			
	%	52.7	53.8	+1.1				N.C.G.	43.5	53.8
WOMEN	No.	3	2	-1	6	2	4			
	%	15.8	13.2	-2.6				28.6	26.1	13.2

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989-91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
ENG. & SURVEYING										
ABORIGINAL PEOPLES	No.			0	1		1			
	%							0.4	0.5	
PERSONS WITH DISABILITIES	No.	4	3	-1	7	3	4			
	%	1.9	1.9	0				4.1	3.2	1.9
FRANCOPHONES	No.	7	5	-2	10	5	5			
	%	3.3	3.1	-.2				5.8	4.7	3.1
RACIAL MINORITY	No.	31	39	+8	34	39	*Exd. +5			
	%	14.5	24.4	+9.9				N.C.G.	15.7	24.4
WOMEN	No.	23	20	-3	32	20	12			
	%	10.8	10.4	-.4				8.2	15.0	10.4

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (MGMT)		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
RESOURCES PLNG. & MGMT.										
ABORIGINAL PEOPLES	No.	1	1	0	2	1	1			
	%	0.2	0.7	+1.5				1.0	1.3	0.7
PERSONS WITH DISABILITIES	No.	2	5	+3	5	5	Goal			
	%	1.3	3.4	+2.1				3.3	3.3	3.4
FRANÇOPHONES	No.	2	4	+2	5	4	1			
	%	1.3	2.8	+1.5				6.3	3.3	2.8
RACIAL MINORITY	No.	9	14	+5	13	14	*Exd. +1			
	%	5.9	9.7	+3.8				6.7	8.5	9.7
WOMEN	No.	11	19	+8	22	19	3			
	%	7.2	10.8	+3.6				14.3	14.5	10.8

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOALS		
PRIORITY AREA		June 1989	March 1991	Difference	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
SKILLS & TRADES										
ABORIGINAL PEOPLES	No.	1	1	0	2	1	1			
	%	0.8	0.8	0				1.8	1.5	0.8
PERSONS WITH DISABILITIES	No.	7	7	+0	9	7	2			
	%	5.2	5.6	+.4				7.1	6.7	5.6
FRANCOPHONES	No.	13	15	+2	13	15	*Exd. +2			
	%	9.7	12.0	+2.3				N.C.G.	9.7	12.0
RACIAL MINORITY	No.	3	4	+1	6	4	2			
	%	2.2	3.2	+1.0				4.2	4.5	3.2
WOMEN	No.	1	1	0	3	1	2			
	%	0.8	0.7	-.1				2.5	2.2	0.7

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
GENERAL ADMIN.										
ABORIGINAL PEOPLES	No.		1	+1	1	1	Goal			
	%		1.1	+1.1				1.4	1.5	1.1
PERSONS WITH DISABILITIES	No.		2	+2	3	2	1			
	%		2.3	+2.3				6.7	4.6	2.3
FRANCOPHONES	No.	4	8	+4	4	8	*Exd.+4			
	%	6.1	9.2	+3.1				N.C.G.	6.1	9.2
RACIAL MINORITY	No.	9	12	+3	9	12	*Exd.+3			
	%	13.8	13.8	0				N.C.G.	13.8	13.8
WOMEN	No.	40	59	+19	40	59	*Exd.+19			
	%	61.5	62.1	.6				N.C.G.	61.5	62.1

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (B/U)		June 1989	March 1991	Change 1989 -91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
MNG. SYSTEMS & SERS. 02										
ABORIGINAL PEOPLES	No.			0	1		1			
	%							1.5	1.3	
PERSONS WITH DISABILITIES	No.	1	1	0	4	1	3			
	%	1.7	1.8	+1				6.4	5.1	1.8
FRANCOPHONES	No.	2	1	-1	5	1	4			
	%	3.4	1.8	1.6				6.3	6.4	1.8
RACIAL MINORITY	No.	10	19	+9	10	19	*Exd.+9			
	%	16.9	33.3	+16.4				N.C.G.	12.8	33.3
WOMEN	No.	15	19	+4	26	19	7			
	%	25.4	29.2	+3.8				50.4	33.3	29.2

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
FINANCIAL ADMIN. 04										
ABORIGINAL PEOPLES	No.			0	1		1			
	%							0.6	7.2	
PERSONS WITH DISABILITIES	No.			0	1		1			
	%							3.8	7.2	
FRANCOPHONES	No.	1	2	+1	1	2	*Exd.+1			
	%	8.3	18.2	+9.9				6.3	7.2	18.2
RACIAL MINORITY	No.	5	5	0	5	5	Goal			
	%	41.6	45.5	+3.9				N.C.G.	35.7	45.5
WOMEN	No.	5	5	0	6	5	1			
	%	41.6	38.5	-3.1				40.1	42.9	38.5

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (B/U)		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
RESOURCES SUPPORT 07										
ABORIGINAL PEOPLES	No.	3	12	+9	5	12	*Exd.+7			
	%	0.8	3.4	+2.6				2.1	1.3	3.4
PERSONS WITH DISABILITIES	No.	8	9	+1	11	9	2			
	%	2.1	2.5	+ .4				4.2	2.9	2.5
FRANCOPHONES	No.	20	35	+15	24	35	*Exd.+11			
	%	5.2	9.9	+4.7				6.3	6.3	9.9
RACIAL MINORITY	No.	16	30	+14	28	30	*Exd.+2			
	%	4.2	8.5	+4.3				2.5	7.3	8.5
WOMEN	No.	45	78	+33	60	78	*Exd.+18			
	%	11.8	17.0	+5.2				14.1	15.7	17.0

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA (B/U)		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
RES. PLNG. & MGT. 10B										
ABORIGINAL PEOPLES	No.			0	1	0	1			
	%							1.1	0.9	
PERSONS WITH DISABILITIES	No.	1	1	0	4	1	3			
	%	0.9	0.9	0				4.6	3.5	0.9
FRANCOPHONES	No.	5	9	+4	7	9	*Exd.+2			
	%	4.4	7.7	+3.3				5.4	6.1	7.7
RACIAL MINORITY	No.	12	19	+7	12	19	*Exd.+7			
	%	10.5	16.2	+5.7				8.4	10.5	16.2
WOMEN	No.	22	49	+27	28	49	*Exd.+21			
	%	19.2	31.6	+12.4				24.6	24.6	31.6

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
TRADES & CRAFTS 02A										
ABORIGINAL PEOPLES	No.	1		-1	1	0	1			
	%	3.0		-3.0				N.C.G.	3.0	
PERSONS WITH DISABILITIES	No.	1		-1	2	0	2			
	%	3.0		-3.0				5.3	6.1	
FRANCOPHONES	No.			0	1	0	1			
	%							N.C.G.	3.0	
RACIAL MINORITY	No.	1	3	+2	2	3	*Exd.+1			
	%	3.0	13.6	+10.6				6.8	6.1	13.6
WOMEN	No.			0	1	0	1			
	%							1.1	3.0	

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
TRADES & CRAFTS 02B										
ABORIGINAL PEOPLES	No.	1	1	0	1	1	Goal			
	%	1.0	1.3	+ .3				N.C.G.	1.0	1.3
PERSONS WITH DISABILITIES	No.	2	4	+2	3	4	*Exd.+1			
	%	2.1	5.2	+3.1				N.C.G.	3.1	5.2
FRANCOPHONES	No.	2	5	+3	5	5	Goal			
	%	2.1	6.5	+4.4				N.C.G.	5.2	6.5
RACIAL MINORITY	No.	5	5	0	6	5	1			
	%	5.2	6.5	+1.3				5.6	6.2	6.5
WOMEN	No.			0	1	0	1			
	%							1.6	1.0	

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
TRADES & CRAFTS 02C										
ABORIGINAL PEOPLES	No.	4	8	+4	5	8	*Exd.+3			
	%	1.1	2.8	+1.7				N.C.G.	1.3	2.8
PERSONS WITH DISABILITIES	No.	15	23	+8	20	23	*Exd.+3			
	%	4.1	8.0	+3.9				N.C.G.	53	8.0
FRANCOPHONES	No.	22	34	+12	27	34	*Exd.+7			
	%	5.9	11.9	+6.0				N.C.G.	72	11.9
RACIAL MINORITY	No.	11	13	+2	18	13	5			
	%	2.9	4.5	+1.6				5.3	4.8	4.5
WOMEN	No.	9	13	+4	29	13	16			
	%	2.4	3.5	+1.1				16.5	7.4	3.5

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Change 1989 - 91	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
OFFICE ADMIN.										
ABORIGINAL PEOPLES	No.	6	6	0	6	6	Goal			
	%	1.8	1.7	- .1				1.7	1.8	1.7
PERSONS WITH DISABILITIES	No.	6	9	+3	18	9	9			
	%	1.8	2.5	+1.3				5.0	5.3	2.5
FRANCOPHONES	No.	24	39	+15	24	39	*Exd.+15			
	%	7.1	11.0	+3.9				N.C.G.	71	11.0
RACIAL MINORITY	No.	84	109	+25	84	109	*Exd.+25			
	%	24.9	30.8	+5.9				N.C.G.	24.9	30.8
WOMEN	No.	266	365	+99	266	365	*Exd.+99			
	%	78.9	87.5	+8.6				N.C.G.	78.9	87.5

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Difference	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
SCIENTIFIC SUPPORT										
ABORIGINAL PEOPLES	No.	1		1	2		2			
	%	5.0		-5.0					1.1	
PERSONS WITH DISABILITIES	No.	4	4	0	6	4	2			2.5
	%	2.1	2.5	+.4					3.2	
FRANCOPHONES	No.	4	3	-1	6	3	3			
	%	2.1	1.9	-.2					3.2	1.9
RACIAL MINORITY	No.	37	50	+13	37	50	*Exd.+13			
	%	19.6	31.1	+11.5					19.6	31.1
WOMEN	No.	83	97	+14	83	97	*Exd.+14			
	%	43.9	49.0	+5.1					43.9	49.0

* Exceeded by

EMPLOYMENT EQUITY
NUMERICAL GOALS TABLE WITH CHANGES BETWEEN
JUNE 1989 - MARCH 1991

DESIGNATED GROUP		WFP SURVEYS			M.O.E. NUMERICAL GOALS			PERCENTAGE GOAL		
PRIORITY AREA		June 1989	March 1991	Difference	June 1993	March 1991	Residual Goal to 1993	Corporate 1993	MOE 1993	Level 1991
GENERAL SCIENTIFIC										
ABORIGINAL PEOPLES	No.			0			No Goal			
	%									
PERSONS WITH DISABILITIES	No.	1	3	+2	3	3	Goal			
	%	0.8	2.8	+2.0					2.4	2.8
FRANCOPHONES	No.	2	7	+5	4	7	*Exd.+3			
	%	1.6	6.5	+4.9					3.2	6.5
RACIAL MINORITY	No.	17	22	+5	17	22	*Exd.+5			
	%	13.6	20.4	+6.8					13.6	20.4
WOMEN	No.	25	35	+10	28	35	*Exd.+7			
	%	20.0	26.9	+6.9					22.4	26.9

* Exceeded by

APPENDIX C1

LEVEL OF ACHIEVEMENT OF GOALS BY
OCCUPATIONAL GROUPS AND FIVE DESIGNATED CATEGORIES
JUNE 1989 - MARCH 1991

MANAGEMENT	ABORIGINAL PEOPLES				PERSONS WITH DISABILITIES				FRANCOPHONES				RACIAL MINORITIES				WOMEN				TOTAL
	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE 89/91	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	
ECP 2-3	--	--	--	-- R	--	--	--	-- R	1	1	2	0	1	1	2	0	7	4	10	-3	
Senior MCP	1	1	2	0	5	9	11	4	9	9	13	0	37	44	43	7 E	26	35	59	9	
Resources Technical	1	1	1	0	1	1	2	0	2	3	2	1 E	--	1	1	1 R	--	2	1	2 E	
Personnel Adm.	--	0	1	0	--	2	1	2 E	1	1	2	0	5	9	5	4 E	10	14	12	4 E	
Financial Adm.	--	--	--	-- R	--	--	1	0	1	1	1	0	10	8	10	-2	3	2	6	-1	
Eng. & Surveying	--	0	1	0	4	3	7	-1	7	5	10	-2	31	39	34	8 E	23	20	32	-3	
Resources Planning	1	1	2	0	2	5	5	3 R	2	4	5	2	9	14	13	5 E	11	19	22	8	
Skills and Trades	1	1	2	0	7	7	9	0	13	15	13	2 E	3	4	6	1	1	1	3	0	
General Adm.	--	1	1	1 R	--	2	3	2	4	8	4	4 E	9	12	9	3 E	40	59	40	19 E	
SUMMARY OF GOALS																					
Exceeded				--				1				3				5				3	
Reached				3				2				1				1				0	
Increased				--				2				1				1				2	
No Change				6				3				3				1				1	
Less than Goal				--				1				1				1				3	
TOTAL				9				9				9				9				9	

R = REACHED
E = EXCEEDED

APPENDIX C2

LEVEL OF ACHIEVEMENT OF GOALS BY
OCCUPATIONAL GROUPS AND FIVE DESIGNATED CATEGORIES
JUNE 1989 - MARCH 1991

BARGAINING UNIT	ABORIGINAL PEOPLES				PERSONS WITH DISABILITIES				FRANCOPHONES				RACIAL MINORITIES				WOMEN				TOTAL
	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	JUNE 1989	MARCH 1991	TARGET 1993	NUMBER CHANGE	
Mgmt. Systems Serv.	--	--	1	0	1	1	4	0	2	1	5	-1	10	19	10	9 E	15	19	26	4	
Financial Admin.	--	--	1	0	--	--	1	0	1	2	1	1 E	5	5	5	0	5	5	6	0	
Resources Support	3	12	5	9 E	8	9	11	1	20	35	24	15 E	16	30	28	14 E	45	78	60	33 E	
Resources Plan. & Mgmt.	--	0	1	0	1	1	4	0	5	9	7	4 E	12	19	12	7 E	22	49	28	27 E	
Trades & Crafts (O2A)	1	--	1	0	1	0	2	1	--	--	1	0	1	3	2	2 E	--	--	1	0	
Trades & Crafts (O2B)	1	1	1	0	2	4	3	2 E	2	5	5	3 R	5	5	6	0	--	--	1	0	
Trades & Crafts (O2C)	1	8	5	4 E	15	23	20	8 E	22	34	27	12 E	11	13	18	2	9	13	29	4	
Office Admin.	6	6	6	0	6	9	18	3	24	39	24	15 E	84	109	24	25 E	266	365	266	99 E	
Scientific Support	1	0	2	0	4	4	6	0	4	3	6	-1	37	50	37	13 E	83	97	83	14 E	
General Scientific	--	--	--	0	1	3	3	2 R	2	7	4	5 E	17	22	17	5 E	25	35	28	10 E	
SUMMARY OF GOALS																					
Exceeded				2																	
Reached			--					2				6				7					
Increased			--					1				1				--				5	
No Change								2				--				1				--	
Less than Goal			6					4				1				2				2	
			2					1				2				--				3	
TOTAL				10				10				10				10				10	

R = REACHED
E = EXCEEDED

HD
4903.5
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1991

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